

程序代写代做 CS编程辅导

ISYS90045 Professional IS Consulting



Seminar 11

Dealing with Problems, Conflict and Difficult People

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Agenda

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- Dealing with exams, conflict and difficult people



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Teaming and team management

Recall concepts from **程序代写代做CS编程辅导**

Key thoughts and considerations

Team resources

- Consider who would be the best fit
- How do you define this?
- Consider the team's experience and how they have delivered this type of work
- Cover your team and responsibilities
- Also consider client resources needed and timeframes
- Also consider facilities, equipment and technology needs.



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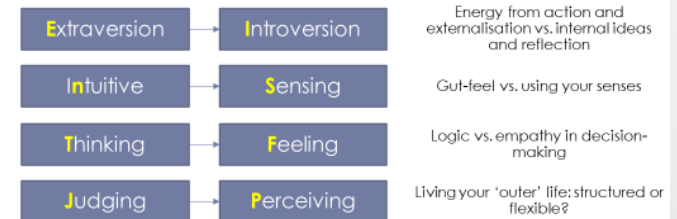
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Dealing with different personalities

- This actually happens!
- Who are you working with?
- How will you work with them?
- Consider the **Myers-Briggs types**:



Dealing with different personalities

Personality types

What's Your Personality Type?

Use the following questions to determine the four letters of your Myers-Briggs type. If you're not sure, choose the one that seems most natural to you, even if you don't agree with every description.

1. Are you extroverted or introverted? If you:

- Can be described as outgoing, outgoing
- Like to be in a fast-paced environment
- Hard to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer **E** (Extroversion)

- Can be described as reserved, private
- Enjoy a slower pace with lots of time for contemplation
- Need to think things through before making a decision
- Would rather observe than be the center of attention

then you prefer **I** (Introversion)

2. How do you prefer to take in information? If you:

- Focus on the reality of things
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment

then you prefer **S** (Sensing)

- Imagine the possibilities of how things could be
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment

then you prefer **N** (Intuition)

3. How do you prefer to make decisions? If you:

- Make decisions in an organized way, using logical reasoning
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment

then you prefer **T** (Thinking)

- Make decisions in an organized way, using logical reasoning
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment
- Like to be in a fast-paced environment

then you prefer **F** (Feeling)

4. How do you prefer to live your outer life? If you:

- Like to have things settled
- Like to have things settled
- Like to have things settled
- Like to have things settled

then you prefer **J** (Judging)

- Like to have things settled
- Like to have things settled
- Like to have things settled
- Like to have things settled

then you prefer **P** (Perceiving)

Source: <http://artofthinkingmart.com/wp-content/uploads/2013/09/MyersBriggsTypes.png>

What is conflict?

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Conflict refers to:

Some form of **friction** or **disagreement**, arising within a group when the beliefs or actions of certain members of the group are either resisted by or unacceptable to other members of another



can arise between members of the **same group**, known as intra-group conflict

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can occur between members of **two or more groups** and can cause interpersonal discord and psychological tension, known as intergroup

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A classic behavioural interview question:

Describe a time when you were in a team and had to resolve a conflict

What was the situation?

Did you successfully defuse the situation?

- What was the outcome?

How do we manage conflict?

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Conflict is resolve inconsistency between wishes and actions of parties

Negotiation is an important part of conflict resolution

- ▶ Any design of a process that tries to incorporate positive conflict from the start needs to be cautious not to let it degenerate into the negative types of conflict.

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Tools to manage conflict

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When you're in trouble, ask for help...

Keep in mind:



Gain perspective

Help others gain
perspective

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Analysis first, solution
second

Focus on the path forward

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...and do your best to manage emotions.
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Gaining Perspective

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How important is the problem – really?

What will happen if it's not solved?

Reality check with someone else

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Same thing if you've messed up already

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Be careful not to 'over-function'

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- ▶ 'Doing too much' – can be seen as being 'controlling'

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What advice would you give to someone else in your position?

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Help others get it in perspective

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As the Consultant, you are looking to you to do this

- ▶ Managing expectations
- ▶ Call 'time out' if you feel overwhelmed or create some space

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Analysis first, respond second: That's what we're good at, right?

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- ▶ Don't react – respond
- ▶ Don't send that email
- ▶ Deliver bad news verbally first.

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Keep the focus on the path forward

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- ▶ Assigning blame helps the consultant
 - ▶ Will this build you?
 - ▶ Focus for a client to be on solving the problem.

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If you have to investigate causes, wait until the problem's solved

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- ▶ Solving is usually higher priority
- ▶ Once solved, the impact is known.

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Managing emotions and people

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- ▶ You can't hope to change them
- ▶ Complaining people don't help
- ▶ There are two ways to a personality clash.



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Attempt to diffuse the conflict

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Avoid arguing your point

- ▶ Ask your opponent to explain why they believe their point of view is best – how well does it achieve their objective(s)?
- ▶ Many people hold opinions with only superficial understanding – getting them to elaborate can expose this and make them more likely to change

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Remain self-aware:

- ▶ Avoid putting the team in situations that will trigger the argument
- ▶ Consider our friends in Myers-Briggs
 - ▶ We're all different in how we perceive the world.

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When the problem is...

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Conflict usually arises from a root cause:

- 
- ▶ Overload
 - ▶ Deadline
 - ▶ Lack of knowledge
 - ▶ Stuck
 - ▶ Boredom
 - ▶ Personal issues
 - ▶ Just not coping

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This isn't always obvious

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Will this change how you handle conflict?

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And finally: Learn from the experience

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- ▶ Wait for the pain to subside
- ▶ How much did I contribute to the problem?
- ▶ What would I do differently next time?
- ▶ What have I learned?
- ▶ You can't change the client/ your boss/ your co-workers/ the vendor but...

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What have you learned?

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Summary

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Managing conflicts

The end of a project
relationship!



mean the end of the client

- Establish trust and understanding – you are on your way to being a trusted advisor!

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